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ABSTRACT

Procedures for dealing with library volunteers developed by the staff of the Inglewood Public Library are presented. The need for volunteer programs is discussed, as well as volunteer recruitment, selection and orientation, training and supervision, evaluation, recognition, and some problem areas. Forms, schedules, publicity materials, and a short annotated bibliography are included. (LS)

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VOLUNTEER ASSISTANCE IN THE LIBRARY

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INGLEWOOD PUBLIC LIBRARY
101 West Manchester Boulevard
Inglewood, California 90301

1975

IR 002 455

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FORMS

Volunteer application form
Student volunteer permit
Volunteer interview
Volunteer work schedule
Volunteer evaluation form
Volunteer evaluation of library volunteer program

INTRODUCTION

NEED FOR VOLUNTEER ASSISTANCE

Libraries have found it difficult to provide many of the extended services and programs requested by the public without the use of volunteers. Fortunately, the recent growing public interest in becoming involved in community affairs has greatly emphasized the need for organized volunteer assistance programs.

To utilize this relatively untapped source of manpower, the Inglewood Public Library is attempting to provide opportunities for volunteer service through a carefully planned program.

Since its establishment in 1962, the Inglewood Public Library has had varied experience with volunteer assistants, ranging from organized youth groups to retired citizens. Volunteers have worked in most divisions of the Library, performing duties such as cleaning and inspection of Talking Books for the Blind, book covering, typing, maintenance of book collections in convalescent homes, and assisting in maintaining foreign language book collections. With this great need and the growing number of volunteers available, the Library feels it needs to define its use of volunteers to achieve the maximum from volunteer efforts. Our new and larger facility has attracted much public attention and community awareness. We would like to direct this awareness into successful public relations and productive programs. Volunteer assistence can make possible added library services to the community not now available due to our present budgetary limitations. We feel that a coordinated volunteer program is essential in order to encourage community involvement.

DEVELOPING A PROGRAM

As the number of volunteers increased, it became evident that meaningful work assignments, adequate supervision and training, and recognition were necessary.

The volunteer program consists of clearly defined guidelines, prepared for the purpose of achieving a balance between the organization's need for service and the volunteer's need for participation and recognition. These guidelines cover in detail such areas as volunteer recruitment, selection, training, evaluation, and recognition. Each individual area is treated in such a manner as to give both the volunteer and the supervisor a clear understanding of what is expected from each, in order to achieve full cooperation.

In devising such a step-by-step approach to a volunteer program, the Library has tried to facilitate the path from recruitment to a successful working relationship between the staff and volunteers.

LIBRARY GOALS STUDY

In our recent library study, Library Objectives, Goals, and Activities, volunteer assistance was considered. In the "General goals and activities" the following was indicated under general goals: "Make maximum use of volunteer assistance. (All division)." Under general activities we have: "Contact possible sources of volunteer assistance; prepare job duties list; interview volunteers; train volunteers; schedule and supervise volunteers; maintain records of time worked; and evaluate work performance. (All divisions)."

THE NEED FOR A POLICY AND PROCEDURAL MANUAL

Even though volunteer assistance has been utilized since the inception of the Library, no formal procedural manual has been developed. Moving into a new four-level main library buildin has increased the need for volunteer assistance, and we now find that a complete policy and procedural manual is needed. This manual could be used as a tool by any library wishing to augment its work force or extend its services with the aid of volunteer assistance. However, other organizations could adapt the form and methods of orientation, recruitment, and interviewing to suit their needs.

The value of such a manual is illustrated in the following ways:

1) It assists the supervising staff in choosing tasks suited to the individual volunteer and in providing adequate training and encouragement.

2) It could help the staff realize the importance of volunteer assistance.

3) It defines the volunteer's position and responsibilities within the organization.

4) It guides the organization toward the fullest utilization of community volunteer aid.

5) It could be utilized by libraries, library schools, and other organizations.

6) It could be utilized by city administrators or board members.

RECRUITMENT

The success of any volunteer program depends on adequate exposure within the community. Prospective volunteers must be made aware of the availability of activities for volunteers. Before active recruitment begins, the library should be cognizant of the duties and talents it could possibly utilize. It can then place emphasis on recruiting volunteers to best fulfill these needs.

ATTRACTING VOLUNTEERS

There are many ways of attracting prospective volunteers. In the following paragraphs we have indicated a few examples.

Library exhibits. (See sample pages 9, 10, and 11.) One of the basic modes of communication within a library is library exhibits. These could include not only displays but brochures, announcements, bookmarks, and posters. One reason they are an effective means of communication is that they are seen by people already present in the library who are aware of its functions and who are genuinely interested in its operation. Exhibits should be creative, colorful, easily read, easily understood, and enticing.

Person-to-person. An effective method is staff-patron recruitment. A staff which is aware of the importance of volunteer assistance can generate enthusiasm in library patrons, neighbors, friends, and relatives. Hopefully, this would lead to communication from patrons to other community members.

Newspaper publicity. (See sample page 12.) Volunteer interest can be developed through publicity releases about the organization in local newspapers. The organization seeking volunteer assistance should send out periodic press releases describing specific activities that the organization is currently engaged in. The press release should consist of material that is interesting, brief, and of news value. All news releases should answer the basic points: who, what, when, where, why, and how.

Radio advertising. (See sample page 13.) Radio advertising may be helpful in recruiting potential volunteers in that it can reach a wider range of listening public. Although there is no specific provision stating that a radio station must give public service time, if the cause is a worthy one, the radio station might welcome a member of the community or organization to advertise its need. Just as in the press release, the radio announcement should be brief, and of "listening value."

Television advertising. One of the most dynamic forces in modern communication is television. With the increased availability of cable television, the library should be able to take advantage of this mode of communication. Television reaches an audience which may not be exposed to other media, and thus may tap an additional source of volunteers. The demands of this medium

are different from those of newspaper or radio publicity releases. Usually the library will have to produce a segment of 15, 30, or 60 seconds. Television uses a visual language that requires training and skills different from the normal publicity release skills. A budget is needed to produce a spot or "commercial" for the library. Professionals in the advertising or cinematography fields may volunteer their time to help produce the segment. Local universities have cinema and television classes; students are often looking for projects or assignments. They can be recruited to help the production.

ORGANIZATIONS AS SOURCES FOR RECRUITMENT

Friends of the Library or other community oriented groups can be very useful in attracting volunteers. Service groups are usually looking for worthwhile projects and will usually be pleased to take part in volunteer recruitment and may also be sources of volunteers. Many groups have their own newsletters and will include public service notices. Service groups which use speakers might invite a member of the Library to discuss volunteer service and how it is needed within the community.

Friends of the Library. Friends of the Library as an organized group reflect the interest of the community in the Library and its functions. They support all library sponsored activities, and therefore may be a valuable resource in promoting a volunteer program.

Youth groups. Young people, especially those belonging to organizations such as Boy Scouts and Girl Scouts, are usually looking for ways to earn merit points by performing community service. High school students find that volunteer assistance in various fields can serve as a valuable source of direction for future career choices. Some high school students are able to perform community service in lieu of school credit. Volunteer supervisors should plan to provide adequate supervision and a variety of tasks to insure continued interest.

Religious groups. Organizations within churches of various denominations sponsor special activities that benefit the community. Church publications could be a source for advertisement in addition to communication among church members.

Adult service clubs. Many adult groups are involved in special projects which serve areas in the community needing civic support. Some fraternal organizations support members of the community stricken by some physical handicap. Other organizations may be called upon for financial support, donations of equipment, and volunteer assistance.

Senior citizen groups. Senior citizens who are no longer part of the labor force may have ample time on their hands. Many such retired people seek out useful ways in which to utilize this time. Various clubs and organized groups have been designed for senior citizens to enter community service.

One such organization is the Retired Senior Volunteer Program (RSVP), a federally sponsored program. This organization was specifically set up to provide senior citizens of all skills and backgrounds with an opportunity to participate in community functions. Organizations seeking volunteer assistance may contact a local RSVP office and fill out a questionnaire stating their needs. RSVP will then contact prospective senior volunteers and refer them to the specific organization.

SPECIAL SKILL RECRUITMENT

Those recruiting volunteer assistance should assess their needs for specialized skills and should contact special interest groups whose members could fill needs such as art groups for library exhibits and posters, office procedure classes for clerical duties, people with technical abilities for handling equipment, and those with a facility in a foreign language. Retired librarians and teachers could offer valuable assistance from their years of experience.

I WANT YOU!

TO VOLUNTEER

AT THE

Inglewood Public Library

101 West Manchester Boulevard

Inglewood, California 90301

Phone 649-7380

WANTED

VOLUNTEERS

Inglewood Public Library .....

101 West Manchester Boulevard

Inglewood, California 90301

Phone 649-7380

We're LooKing For...

"VOLUNTEERS"

Inglewood Public Library

101 West Manchester Boulevard

Inglewood, California 90301

Phone 649-7380

INGLEWOOD PUBLIC LIBRARY NEWS RELEASE
January 14, 1975
Dorothy Allega, Secretary
649-7397

BY: Christine Kuras
649-7380

FOR IMMEDIATE RELEASE

If you have a few hours to spare, the Inglewood Public Library can direct those hours into a pleasant and rewarding experience. The Library needs volunteers to read to the elderly, tape textbooks for blind students, and perform varied tasks within the library.

A new book delivery service to shut-ins is being prepared by the library and its success will depend on volunteer aid.

If you are interested in donating some time and talents, please contact the Main Library at 101 West Manchester Boulevard, 649-7380.

CITY OF INGLEWOOD CALIFORNIA
CIVIC CENTER
ONE MANCHESTER BOULEVARD / INGLEWOOD, CALIFORNIA 90301

INGLEWOOD PUBLIC LIBRARY RADIO RELEASE
March 13, 1975
Dorothy Allega, Secretary
649-7397

BY: Christine Kuras
649-7380

FOR IMMEDIATE RELEASE

30 second radio spot

Add new meaning to your life by seeking new achievements and developing a dynamic maturity. You join an alliance of individuals who are concerned with the future when you become a volunteer for the Inglewood Public Library. Time is the most important item you have. Invest it in your community. Make the creative possibilities of the future a reality for today. Contact the Inglewood Public Library today at 101 West Manchester Boulevard or telephone 649-7380. You will find fulfilling rewards as a volunteer for the Inglewood Public Library.

JOHN W. PERKINS
LIBRARY DIRECTOR

TELEPHONES:
213 674-7111 EXT. 397
LOS ANGELES: 678-7221

SELECTION AND ORIENTATION

After the initial recruitment, it is necessary to establish a selection process whereby volunteers are chosen based on their interests, skills, willingness to volunteer their time and efforts. The selection process must be handled in such a way as to find the right volunteer for the right job. Such careful selection will promote mutual understanding and cooperation between volunteer and organization. In the following sections, the steps for interviewing and selection are outlined.

THE VOLUNTEER COORDINATOR

A qualified volunteer coordinator who has knowledge of the organization and its specific needs is needed to select, interview, and indirectly supervise the volunteers. The success of any such organized program depends upon the individual designated to manage it. The coordinator will have the overall responsibility of finding jobs for volunteers, maintaining files on individual volunteers, and above all, maintaining cooperation between volunteers and the Library. The coordinator must believe in the program and the effect it will have on the community and the Library, and be able to successfully deal with all types of volunteers.

APPLICATION FORM

The application form (see sample page 17) should be short and uncomplicated, but reflect the volunteer's interest and availability. This procedure elevates the volunteer program to a professional level, and enables the volunteer to feel that his offer of service is taken in a serious, business-like manner. Forms are available at public desks.

THE INTERVIEW

The purpose of the interview is to determine which volunteers are useful to the Library and where their skills can best be utilized. The interview should be carried out in an informal but meaningful manner. The volunteer in essence will become an employee of the Library, and its hiring policy should be applicable during the interview.

Before the interview, the Volunteer Coordinator should have a prepared set of pertinent questions. These questions will help to determine the volunteer's motives for offering service, will determine what the volunteer expects from the work assignment, and will evaluate the volunteer's personality and how he will relate to specific areas within the Library.

Volunteer applicants should never be discouraged. If for any reason the volunteer does not qualify for jobs available, the volunteer coordinator should handle the situation diplomatically, thank the volunteer for his interest, perhaps refer him to some other organization, or else state that

his application will be kept on file for a specific job.

A well planned interview will provide the prospective volunteer with a picture of the overall operation of the Library and do away with erroneous preconceived ideas.

STUDENT VOLUNTEER PERMIT

A student volunteer permit for students under the age of 14 (see sample page 17) is required from the student's parent or guardian. This form can also be signed by a representative of a youth organization.

ORIENTATION

Orientation is important in that it covers in depth what the interview only touched upon. Orientation enables the coordinator to give the volunteers an opportunity to view the Library as a whole, plus giving an in-depth study of his area of work interest. In this way the volunteer can see the importance of his assignment to the operation as a whole.

Included in the orientation should be a brief tour of the facilities and an introduction of the volunteer to the staff. A kit of informational items concerning the Library will be distributed at that time. A very useful item is the volunteer handbook (see sample pages 19 thru 21) which will serve as a guide for new volunteers, outlining rules and regulations and the volunteer's rights within the organization.

ASSIGNMENT

During orientation, the volunteer coordinator has the task of assigning the volunteer to specific work areas. Lists of job assignments compiled by representatives from all areas of the Library should be submitted to the volunteer coordinator for the purpose of assigning the right volunteer to the right job. Suggested assignments might include:

1) Shelf reading

2) Phonograph record cleaning

3) Book covering

4) Book and magazine mending

5) Maintenance of talking books for the blind

6) Maintenance of paperback collections

7) Designing library exhibits

8) Assisting in processing materials

9) Maintenance of information files

10) Assisting in children's programs

11) Assisting in shut-in service

12) Addressing envelopes

13) Hand stamping

14) Distributing publicity

15) Special projects

After the volunteer has been assigned, the Volunteer Coordinator will establish a personnel file for each individual volunteer containing application form, schedules, evaluation forms, etc.

VOLUNTEER APPLICATION FORM

Date_____

Name_____ Telephone_____

Address_____ Student/Name of school_____

City_____ Zip_____ Employed/Name of employer_____

EMPLOYMENT AVAILABILITY Other (retired, homemaker, etc.)_____

Total hours you can work per week___ Means of transportation_____

Days available: M Tu W Th F Sa Typing speed_____w.p.m.

Summer vacation only____ Other skills_____

Periodically on call_____ _____

What area of library work interests you_____

Are you willing to work in any area of the library_____

Physical limitations that would restrict your activities_____

Person to contact in case of emergency_____

Remarks_____

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STUDENT VOLUNTEER PERMIT

Date_____

_____

has my permission to work as a volunteer in the Inglewood Public Library.

_____ _____

Signature of parent or guardian Telephone

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VOLUNTEER INTERVIEW

Name _____

Address _____
Street City Zip Code

Telephone _____ / _____
Home Business

Education High school graduate ☐ yes ☐ no; College graduate ☐ yes ☐ no

Special skills (typing, filing, etc.) _____

_____

Related experience _____

Times available (days & hours) _____

_____

Areas preferred ☐ Public ☐ Non-public ☐ Shut-in service

PERSONAL INTERVIEW

	Clearly unsuited	Somewhat deficient	Satis-factory	Good	Outstanding
Appearance, manner, bearing					
Speech					
Social adaptability					
Judgment					
Interest and abilities					
Emotional stability					
Recommended work assignment					

_____

Comments _____

_____

_____

_____

_____

_____ _____
Date Evaluator's signature

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GUIDELINES FOR VOLUNTEERS

INGLEWOOD PUBLIC LIBRARY
101 West Manchester Boulevard
Inglewood, California 90301
(213) 649-7380

Thank you for volunteering your services to the Inglewood Public Library. They are appreciated and we believe that you will contribute to the successful operation of the Library. We are confident you will gain personal satisfaction through active participation in your community.

The following information regarding library policies and procedures will give you a clear picture of your responsibility as a volunteer in the Inglewood Public Library.

- Please report directly to the Volunteer Coordinator for your first assignment.
- Once you have been assigned to a specific supervisor, please report to that supervisor when you arrive.
- If you will be late or unable to report for work on a scheduled day, please inform your supervisor by telephone as soon as possible.
- If you are assigned to a job in the public area of the Library and a library patron asks you for information, please refer the patron to the Librarian or Information Assistant on duty.
- The Library is a public service organization, thus we all must act and dress accordingly. All employees are asked to speak quietly and act in a business-like manner. All rules and regulations apply to both employees and volunteers.

- If you have any questions regarding your work, or any aspect of library procedure, do not hesitate to ask your supervisor or the Volunteer Coordinator.

- Please report any on-the-job injury to your supervisor immediately.

- Volunteers may use the Library staff room, and will be invited to participate in library activities.

- If you wish to change your work assignment, contact the Volunteer Coordinator.

- Your supervisor will appreciate any suggestions for improving your job performance. Do not make any changes without consulting your supervisor.

INSURANCE INFORMATION FOR VOLUNTEERS

Workmen's compensation. Volunteer workers for the City of Inglewood are eligible for medical benefits under the Workmen's Compensation Law. However, no volunteer is eligible for disability income benefits as there is no income involved.

Physical damage to volunteer vehicles. The City of Inglewood is not responsible for physical damages to the vehicle of any volunteer (i.e. collision, theft, fire, etc.).

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INGLEWOOD PUBLIC LIBRARY

VOLUNTEER WORK SCHEDULE

Name _____

Date	Hours	Division	Supervisor	Assignment

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TRAINING AND SUPERVISION

After the volunteer has been assigned to a particular work area, it will be the responsibility of the assigned supervisor in that area to train the volunteer. The amount of training will depend upon the complexity of the assignment and the skills of the volunteer. A detailed job description is not necessary since the individual supervisor should know the duties in his area. These duties may vary to fit the changing needs of the library. The supervisor in charge will have a procedural manual which will guide the volunteer in understanding his job.

It is essential for the supervisor to understand that volunteers are individuals who are giving their own time to participate in the operation of the library. The supervisor must realize that volunteers should be supervised in much the same manner as regular employees. Supervisors should not be reluctant to reprimand a volunteer. If the volunteer is not performing satisfactorily, a mild reprimand or correction is justified. As with regular employees, the supervisor should reprimand the volunteer tactfully and in private. Guidance, encouragement, and support should be provided at all times, in order to help the volunteer understand his role, and to make him feel "at home" in the organization.

To facilitate the supervisor's relationship with the volunteer, a handbook on volunteer supervision (See sample pages 24 thru 26) is available. A separate handbook for staff and volunteers working with the shut-in service is included in the Community Services Manual.

VOLUNTEER SUPERVISION

A Handbook

INGLEWOOD PUBLIC LIBRARY
101 West Manchester Boulevard
Inglewood, California 90301
(213) 649-7380

Volunteers are unpaid staff members who assist an organization or institution in performing specific duties.

Since the involvement of volunteers is a delicate one, full cooperation between supervisors and Volunteer Coordinator is necessary. The Volunteer Coordinator will be directly responsible for selecting, interviewing, and orienting volunteers, for assigning work areas, and assisting with problems. The Supervisor will be directly responsible for the supervision, periodic evaluation, and training of volunteers.

ORIENTATION

This part of the program is very important, in that it will enable the Volunteer Coordinator to give an in-depth explanation of library activities, provide a brief tour of the library, and introduce the volunteer to library personnel. In this way the volunteer will feel more at home, and not so much an outsider.

TRAINING AND SUPERVISION

Once the volunteer has been assigned to a particular work area his training and supervision become the responsibility of the supervisor. Any problems which the supervisor cannot handle should be relayed directly to the Volunteer Coordinator.

When supervising volunteers, the following points must be considered:

- Volunteers should not supplant or displace staff.

- Volunteers receive no monetary reimbursement. Recognition and appreciation should be given in other ways such as a thank you and words of encouragement.

- It is the responsibility of the supervisor to explain the importance of the task, even though it may appear insignificant.

- A list of jobs should be given to the coordinator in advance, so that when a volunteer is assigned to a work area, a specific job will be ready.

- Volunteer assignments will be for specific periods of time. Job rotation will give the volunteer more variety and will maintain interest.

- Volunteers should not be given the idea that their work in the library will insure them a future position as a paid staff member.

- Special projects, set up for volunteers, should be discussed beforehand with the Volunteer Coordinator.

- Full cooperation and communication must exist between the Volunteer Coordinator and Supervisors.

- The amount of time involved in training volunteers may cause problems. However, the time that you do spend will contribute to the success of the program.

- A supervisor should always be available to direct the volunteer.

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EVALUATION

The supervisor will evaluate the volunteer and the work assignment on a quarterly basis. Such periodic evaluations will help to determine the effectiveness of individual volunteers and will determine whether or not their talents are properly utilized.

The evaluation consists of the completion of a volunteer evaluation form (See sample page 28) followed by a brief interview between the volunteer and the supervisor.

JOB ROTATION

After the initial evaluation, the Volunteer Coordinator, upon talking to and studying the reports from the volunteer supervisors and the volunteers, will determine whether the volunteer should be reassigned to a new job. As in most fields of employment, job rotation is considered beneficial in providing variety. Volunteers need to be motivated and their talents employed. Job rotation will demonstrate that the Library is interested in providing volunteers with a variety of job experiences.

Job rotation is not an end in itself. The needs of the Library should get top priority in the assignment of volunteer help. If, however, the volunteer is happy in his assignment and is performing well, then job rotation might be unnecessary. In this case, the Volunteer Coordinator might briefly inquire as to how the work is progressing, laud the volunteer for services, and state that if the volunteer would like a change at some later time, to please contact his supervisor.

APPRAISAL OF VOLUNTEER PROGRAM

During the evaluation period, volunteers will have the opportunity to appraise the volunteer program. (See sample page 29). This will allow the volunteers to state their views about the volunteer program, and will give the Library a fresh outlook on its operation. In this way the Volunteer Coordinator and supervisor can reassess the program and determine if any improvements are necessary.

DISMISSAL

Just as an organization would dismiss a paid employee, there are times when volunteers must be dismissed. Many employers are reluctant to reprimand or dismiss volunteers, simply because they are volunteers. This is not fair to either the Library or to the volunteer. If, after the evaluation, correctional interview, and job rotation, the volunteer is still not performing adequately, dismissal may be necessary.

The dismissal should be handled diplomatically. Possible reasons for dismissal might include: 1) undependability, 2) absenteeism and/or habitual tardiness, 3) compulsive talking, 4) unruly behavior, and 5) inability to perform assigned tasks.

VOLUNTEER EVALUATION FORM

Volunteer's name _____

Supervisor _____

Division _____ Date _____

	EXCELLENT	- SATISFACTORY		UNSATISFACTORY
Dependability				
Ability to learn quickly				
Willingness to accept supervision				
Initiative				
Enthusiasm				
Ability to work without continuous supervision				
Personal appearance				
Sense of responsibility				
		good	average	fair

Comments:

_____
Rater

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VOLUNTEER EVALUATION OF LIBRARY VOLUNTEER PROGRAM

Volunteer's name _____

Supervisor _____

Division _____

1. Did the Volunteer Coordinator explain the volunteer program adequately

   a) Very informative ( )
   b) Satisfactory ( )
   c) Not informative ( )

   Remarks _____

2. Was your orientation session

   a) Helpful ( )
   b) Satisfactory ( )
   c) Not helpful ( )

   Remarks _____

3. Was your training session

   a) Comprehensive ( )
   b) Satisfactory ( )
   c) Insufficient ( )

   Remarks _____

4. Is your supervisor

   a) Helpful ( )
   b) Somewhat helpful ( )
   c) Uncooperative ( )

   Remarks _____

5. Is your work assignment

   a) Interesting ( )
   b) Satisfactory ( )
   c) Unsatisfactory ( )

   Remarks _____

6. Are staff members

   a) Cooperative ( )
   b) Somewhat cooperative ( )
   c) Uncooperative ( )

   Remarks _____

What do you like about the volunteer program _____

Suggestions for improving the volunteer program _____

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RECOGNITION

As volunteers receive no monetary reimbursement for their services, appreciation of their time and efforts must be demonstrated in other ways.

A commonly used form of recognition in most organizations is praise. Praise given effectively and sincerely can inspire enthusiasm and give volunteers confidence that they are contributing. A brief "you're doing a good job" is usually sufficient. However, care must be taken not to overdo praise and have it become flattery, for then it will become ineffective. "Give credit where credit is due," is usually the best policy to follow.

Volunteers who possess special skills, e.g. teachers, retired librarians , art majors, etc., might be used as consultants. Their knowledge of a specific job might provide the Library with constructive ideas regarding new methods of performing a particular activity. This type of recognition is probably the most effective in establishing a feeling of achievement in the volunteer and will inspire him to fully utilize his particular skills on the job.

Recognition may be given in other ways:

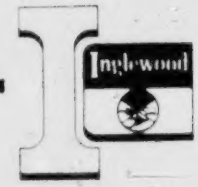
1) A certificate of service may be awarded the volunteer for contributing a certain number of hours to the organization. (See sample page 31.)

2) In lieu of a certificate of service, a volunteer may be honored at a special luncheon, or a staff party may be given in his honor.

3) Volunteers may be asked to a Head staff functions.

4) In areas where there is restricted parking, volunteers may be provided with parking.

Above all, the most effective means of recognition is to make volunteers feel they are an effective part of the organization.



FRIENDS OF THE PUBLIC LIBRARY

CITATION OF HONOR

Awarded to

For rendering to this organization invaluable help and cooperation. In grateful acknowledgment of outstanding service to INGLEWOOD PUBLIC LIBRARY

This Citation is awarded this _____ day of _____, 19 _____

_____

PRESIDENT

7

PROBLEM AREAS

No matter how well organized a volunteer program may be, problems will arise. Organizations should be aware of potential problems and how to deal with them.

Different organizations have different problems and will solve them in their own way. In this manual we have tried to point out what we consider potential problems.

PROBLEM VOLUNTEERS

Quite often individuals will volunteer because they find their day to day boring or because they are lonely and need to be around people. During the initial interview, the Volunteer Coordinator will decide if the prospective volunteer will fit into the library organization and should, therefore, carefully analyze the volunteer's reasons for offering services.

Volunteers are initially recruited because the library needs their services. The activities within the library do not exist for the needs of the volunteers. During the initial interview, a volunteer who states that his reason for volunteering is to alleviate boredom, may later prove to be equally bored working for the library. This type of individual is often undependable, loses interest quickly, and moves from one volunteer agency to another.

If a volunteer needs social contact as therapy, or if he dislikes working alone, problems may occur. Volunteers of this type often are incessant talkers and highly nervous. They will cause unwanted interruptions and work stoppage for other staff members.

These problem volunteers should be weeded out during the initial interview since they will prove to be more of a burden than an asset to the library.

STAFF ATTITUDE

A basic rule is that volunteers should neither supplant nor displace paid staff members. The staff should realize that the volunteer enables the library to perform activities and functions that it could not otherwise perform. If the staff has a healthy attitude toward volunteer service, many problems will be alleviated. A staff which is not aware of the value and purpose of volunteers will reflect an attitude of resentment and unfriendliness toward them. The ideal staff attitude should be one of cooperation and understanding.

BIBLIOGRAPHY

As volunteer service has increased in importance during the past few years, a growing amount of information has been published on this subject. In the following select bibliography, we have tried to list specific items that we feel were pertinent as reference sources in the preparation of this volunteer manual. These select items are basically "how to do it" handbooks, and should be of interest to a variety of organizations involved in establishing and sustaining volunteer programs.

Handbook for Volunteers. Frankfort, Kentucky, Department of Economic Security: Bureau of Public Assistance.

A handbook designed especially for volunteers actively engaged in volunteer work. It covers such areas as responsibilities of volunteers, volunteer code of ethics, and opportunities for volunteer service in the Kentucky State Volunteer Program.

High School Student Volunteers. Washington, National Student Volunteer Program, ACTION, 1972.

A manual designed for organizations already involved in high school volunteer programs, and for organizations interested in setting up such programs. This publication explains in detail what high school volunteer programs consist of, and how schools and other organizations can establish and maintain their own programs.

Pell, Arthur R. Recruiting, Training, and Motivating. New York, Pilot Books, 1972.

The value of the publication lies in its step by step approach to recruitment, training, and supervision of volunteers. A very useful item for an organization which is hiring volunteers for the first time.

RSVP Recommendations for Developing the Retired Senior Volunteer Program. Washington D.C., U.S. Government Printing Office, 1971.

A manual prepared for the administration on aging. It outlines proposals for developing a Senior Citizen Volunteer Program.

Scheir, Ivan H. Using Volunteers in Court Settings: A Manual for Volunteer Probation Programs. Washington, U.S. Department of Health, Education, and Welfare, 1968.

A manual designed for courts interested in setting up volunteer programs. Written in a "how to do it" style, this manual might prove useful to a number of organizations other than court systems.

Volunteers in the Lancaster County Library. Lancaster, Pennsylvania, Lancaster County Library, 1973.

A manual designed for library volunteer service. It outlines guidelines for the creation of a basic library volunteer program.

You and Your Volunteers. New York, New York Department of Social Services, 1969.

A guide on how to best utilize volunteers and how to develop a volunteer program in the area of public welfare.